

ADVANCED
MANAGEMENT
(PLANNING)
1969

SECRET

7 January 1970

MEMORANDUM FOR: Director of Training

ATTENTION : Executive Assistant, OTR

THROUGH : Chief, Support School

SUBJECT : Advanced Management (Planning) #13

25X1A

1. The thirteenth Advanced Management (Planning) Course was conducted [] on 14-19 December 1969. There were thirty-eight participants, grades GS-13 through GS-15, representing the career services of all four Directorates.

<u>Grade</u>	<u>Contract Employee</u>	<u>S</u>	<u>D</u>	<u>R</u>	<u>I</u>	<u>Total</u>
GS-13	-	10	7	2	5	24
GS-14	1	4	6	1	1	13
GS-15	-	1	-	-	-	1
Total	1	15	13	3	6	38

25X1A

2. Guest speakers during AM(P) #13 were [] O/PPB, and [] PDS&T. All members of the Management Training Faculty conducted sections of this course.

3. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #12 and #11 are included.

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Question #1 - "How applicable was the content in terms of the requirements of your job?"

<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #13</u>	<u>AM(P) #12</u>	<u>AM(P) #11</u>
Fully applicable	4	2	14
Almost fully applicable	10	5	3
Quite applicable	13	14	18
Somewhat applicable	6	10	2
Partly applicable but partly irrelevant	4	4	3
Somewhat irrelevant	1	0	0
Quite irrelevant	0	1	0
Almost totally irrelevant	0	0	1
Totally irrelevant	0	0	0
	<u>38</u>	<u>36</u>	<u>41</u>

Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #13</u>	<u>AM(P) #12</u>	<u>AM(P) #11</u>
Optimo Case	14	18	19
Photogeneral Case	8	13	17
Kemmore Case	*	9	7
National Capital Airports Case	5	8	9
Selecting a Strategy	5	6	7
Yavitz Films	*	6	*
Developing Criteria	*	5	4
Application	*	4	4
Education and Reconstruction			
Unit Case	8	*	11
Guest Lecturer - 	6	*	5

25X1A

* Cited by fewer than 10% of the class.

In response to the question "List the session(s) that were of little or no value to you," both the Kemmore Case and the second session on refining criteria were cited by five students.

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4. The group displayed a more than average interest and involvement in the course. Several instances of quality products produced in minimum time evidenced a higher than usual adeptness in planning activities. The application of planning principles to selected Agency problems and the solutions to the Optimo Case showed ingenuity and imagination.

5. Some minor course revisions are under consideration. The time devoted to refining planning criteria will be curtailed. A session devoted to actual Agency problems (Applications) will be modified to permit a display and general exchange on problems that are not chosen for formal presentation to the class. Material for the case taken from Agency files, (ERU), will be reprepared to conform to a change in case presentation.

25X1A

DC/BUS-ME/TR

Attachments:

1. Course Roster
2. Course Schedule
3. Course Critiques

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29 October 1969

MEMORANDUM FOR: Director of Training

ATTENTION : Executive Assistant, OTR

THROUGH : Chief, Support School

SUBJECT : Advanced Management (Planning) #12

- 25X1A 1. The twelfth Advanced Management (Planning) Course was conducted [redacted] on 19-24 October 1969. There were thirty-six participants, grades GS-12 through GS-14, representing the career services of all four Directorates.

Grade	Contract Employee	I	S	D	R	Total
GS-12	1	0	1	0	1	3
GS-13	0	7	10	5	2	24
GS-14	0	3	4	1	1	9
Total	1	10	15	6	4	36

- 25X1A 2. Guest speakers during AM(P) #12 were Mr. [redacted] O/PFB, and [redacted] PEG/OPBER/DDP. Staff members conducting the course were Messrs. [redacted] Mr. [redacted] 25X1A who attended the SMS(P) two weeks earlier, assisted this AM(P) in its entirety in preparation for conducting parts of the course in December. Mr. [redacted] was a student in AM(P) #12.

25X1A 3. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #11 and #10 are included.

Question #1 - "How applicable was the content in terms of the requirements of your job?"

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<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #12</u>	<u>AM(P) #11</u>	<u>AM(P) #10</u>
Fully applicable	2	14	4
Almost fully applicable	5	3	2
Quite applicable	14	18	12
Somewhat applicable	10	2	9
Partly applicable but partly irrelevant	4	3	3
Somewhat irrelevant	0	0	0
Quite irrelevant	1	0	0
Almost totally irrelevant	0	1	0
Totally irrelevant	0	0	0
	<u>36</u>	<u>41</u>	<u>30</u>

Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #12</u>	<u>AM(P) #11</u>	<u>AM(P) #10</u>
Optimo Case	18	19	14
Photogeneral Case	13	17	9
Kenmore Case	9	7	8
National Capital Airports Case	8	9	5
Selecting a Strategy	6	7	*
The "Yavitz Films"	6	*	5
Developing Criteria	5	4	6
Application	4	4	*
Education and Reconstruction			
Unit Case	*	11	4
Guest Lecture - <input type="text"/>	*	5	**

25X1A

* Cited by fewer than 10% of the class.

**Did not speak at this course.

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Question #3 - "List the session(s) that were of little or no value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session*</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #12</u>	<u>AM(P) #11</u>	<u>AM(P) #10</u>
Education and Reconstruction Unit Case	8	**	**
Developing Criteria	**	4	**
City Government Case	**	4	**
National Capital Airports Case	**	**	3

* Fifteen students indicated in one way or another that none of the sessions belonged in this category.

**Cited by fewer than 10% of the class.

4. On the whole, the performance of this class was spotty. Despite several explanations by the staff during the week, the concept of "Follow Up" was still eluding the grasp of two groups on Thursday morning. The use of criteria by the groups appeared less effective than in the previous two AM(P) courses. Finally, the reports following the Education and Reconstruction Unit Case simply were not up to the standard of previous courses. The attention of the class was drawn to the deficiencies in their work on ERU, prompting some sharp defensive reactions and, in all probability, contributing substantially to ERU's sharp decline in popularity (c.f. Questions #2 and #3 above). The one rating of "Quite Irrelevant" under Question #1 reflects the opinion of a DDS Careerist who commented, "Although interesting - and a break from office routine - 70% of course was of little value." The "free-wheeling" comments took no well-defined paths. A couple of people objected to the time pressure; a couple more suggested that an explanatory element be added to the rating of reports by groups (not a bad idea, but quite time-consuming), and a couple of others suggested more Agency-based cases. None of these suggestions are sufficiently weighty to warrant immediate action.

25X1A

 DC/SUS-MT/TR

Attachments:

1. Course Schedule
2. Course Roster
3. Student Critiques

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24 September 1969

MEMORANDUM FOR: Director of Training

ATTENTION : Executive Assistant, OTR

THROUGH : Chief, Support School

SUBJECT : Advanced Management (Planning) #11

25X1

1. The eleventh Advanced Management (Planning) Course was conducted [redacted] on 14-19 September 1969. There were forty-two participants, Grades GS-12 through GS-14, representing the career services of all four Directorates.

<u>Grade</u>	<u>Career Service</u>				<u>Total</u>
	<u>I</u>	<u>S</u>	<u>D</u>	<u>R</u>	
GS-12	0	1	2	0	3
GS-13	3	10	5	1	19
GS-14	2	6	7	5	20
Total	5	17	14	6	42

25X1A

3. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #10 and #9 are included.

Question #1 - "How applicable was the content in terms of the requirements of your job?"

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<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #11</u>	<u>AM(P) #10</u>	<u>AM(P) #9</u>
Fully applicable	14	4	7
Almost fully applicable	3	2	7
Quite applicable	18	12	16
Somewhat applicable	2	9	9
Partly applicable but partly irrelevant	3	3	3
Somewhat irrelevant	0	0	0
Quite irrelevant	0	0	0
Almost totally irrelevant	1	0	0
Totally irrelevant	0	0	0
	41*	30	42

*One student did not turn in a critique.

Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session*</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #11</u>	<u>AM(P) #10</u>	<u>AM(P) #9</u>
Optimo Case	19	14	13
Photogeneral Case	17	9	11
Education and Reconstruction			
Unit Case	11	4	4
National Capital Airports Case	9	5	7
Kenmore Case	7	8	10
Selecting a Strategy	7	**	6
Guest Lecture- 	5	+	+
Developing Criteria	4	6	9
Application	4	**	5
All Films	**	-5	5

25X1A

* Fourteen students indicated in one way or another that all sessions were equally valuable.

**Cited by fewer than 10% of the class.

+ Did not speak at these courses.

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Question #3 - "List the session(s) that were of little or no value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session*</u>		<u>Number of Times Cited</u>		
		<u>AM(P) #11</u>	<u>AM(P) #10</u>	<u>AM(P) #9</u>
	Developing Criteria	4	**	**
	City Government Case	4	**	**
25X1A	Guest Lecturer - [redacted]	+	9	+
	National Capital Airports Case	**	3	4
25X1A	Guest Lecturer - [redacted]	+	+	8
	Education and Reconstruction Unit Case	**	**	4
	Examination of Planning Styles	**	**	4

* Seventeen students indicated in one way or another that none of the sessions belonged in this category.

**Cited by fewer than 10% of the class.

+ Did not speak at these courses.

4. AM(P) #11 followed exactly the schedule for AM(P) #10. No significant changes in content or sequence were introduced into AM(P) #11. The students reacted well during the entire week. Two of the five groups did consistently excellent work and members obviously learned from and enjoyed the association with each other. Two of the remaining groups performed in a manner typical of the somewhat better than average AM(P) group. One group's performance seemed to deteriorate as the week wore on, and there is no ready explanation for the phenomenon. As for the student's critiques, two items are of special interest: the noticeable jump in the number of positive responses concerning the Education and Reconstruction Unit Case, and the "Applicability Rating" of "Almost

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Totally Irrelevant" assigned to the course by one student. We have no clues as to the reasons behind either of these. With respect to the case of the low rating we can point out that there has been only one other rating this low (in AM(P) #5) since the inception of the course, and that the individual in AM(P) #11 is a Glandestine Services' Section Chief supervising 15 people (the AMP critique forms do not have to be signed).

25X1A

DC/SUB-MT/TR

Attachments:

1. Course Schedule
2. Course Roster
3. Student Critiques

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24 June 1969

MEMORANDUM FOR: Director of Training

ATTENTION : Executive Assistant, OTR

THROUGH : Chief, Support School

SUBJECT : Advanced Management (Planning) #10; (5-69)

25X1A

1. The tenth Advanced Management (Planning) Course was conducted [redacted] on 15-20 June 1969. There were thirty-two participants, Grades GS-12 through GS-14, representing the career services of three Directorates. (The abnormally small number of "D" designees has already been called to the attention of the Director of Training in a memorandum of 19 June from Chief, Support School.)

<u>Grade</u>	<u>Career Service</u>				<u>Total</u>
	<u>I</u>	<u>S</u>	<u>D</u>	<u>R</u>	
GS-12	0	2	0	0	2
GS-13	8	10	0	0	18
GS-14	8	2	2	0	12
Total	16	14	2	0	32

2. Participants provided the following data concerning their job titles and the number of persons they supervise.

<u>Number Supervised</u>	<u>Participants Reporting</u>
0	5
1-5	7
6-20	10
21-45	5
46-76	3
(No Response)	2
	<u>32</u>

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<u>Position</u>	<u>Participants Reporting</u>
Branch Chief	9
Staff Chief	3
Deputy Branch Chief	2
Deputy Division Chief	2
Section Chief	2
Deputy Chief (sic)	2
Deputy Section Chief	1
Group Leader	1
PPB Officer	1
Systems Designer	1
Program Coordinator	1
Instructor	1
Staff Engineer	1
Project Review Officer	1
Resident Agent	1
Editor	1
(No Response)	2
	<u>32</u>

25X1A

3. Guest speakers during AM(P) #10 were [redacted] O/PPB and Mr. [redacted] from the Directorate of Science and Technology. [redacted] newest member of the Management Training Faculty, joined Messrs. [redacted] in conducting AM(P) #10.

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4. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #8 and #9 are included.

Question #1 - "How applicable was the content in terms of the requirements of your job?"

<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #10</u>	<u>AM(P) #9</u>	<u>AM(P) #8</u>
Fully applicable	4	7	3
Almost fully applicable	2	7	7
Quite applicable	12	16	21
Somewhat applicable	9	9	4
Partly applicable but partly irrelevant	3	3	7
Somewhat irrelevant	0	0	1
Quite irrelevant	0	0	0
Almost totally irrelevant	0	0	0
Totally irrelevant	0	0	0
	<u>30*</u>	<u>42</u>	<u>43</u>

*Two students did not turn in critique forms.

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Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session</u>		<u>Number of Times Cited</u>		
		<u>AM(P) #10</u>	<u>AM(P) #9</u>	<u>AM(P) #8</u>
	Optimo Case	14	13	13
	Photogeneral Case	9	11	8
	Kenmore Case	8	10	8
	Developing Criteria	6	9	4
	National Capital Airports Case	5	7	7
	All Films	5	5	8
	Education and Reconstruction	3	4	6
25X1A	Unit Case			
	Guest Lecture- []	3	*	**
	Selecting a Strategy	*	6	9
25X1A	Application	*	5	6
	Guest Lecture []	**	**	12
	Concept Clarification	*	*	8

*Cited by fewer than 10% of the class.

**Did not speak at these courses.

Question #3 - "List the session(s) that were of little or no value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session</u>		<u>Number of Times Cited</u>		
		<u>AM(P) #10</u>	<u>AM(P) #9</u>	<u>AM(P) #8</u>
25X1A	Guest Lecture- []	9	**	**
	National Capital Airports Case	3	4	*
25X1A	Guest Lecture- []	**	8	**
	Education and Reconstruction	*	4	*
	Unit Case			
	Examination of Planning Styles	*	4	+

*Cited by fewer than 10% of the class.

**Did not speak at these courses.

+Session not included in this course.

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5. The following comments have been taken verbatim from student critique forms. The figure in parentheses is the "Applicability Rating" (c.f. Paragraph 4, Question 1, above) given by the student.

- a. (9) "Well presented. Overall, an excellent job with good material."
- b. (8) "This has been one of the best short training sessions I have attended--in the Agency or elsewhere. It will have great applicability in my work."
- c. (7) "Enlightenment--which contributes to my growth. Worth the time spent. Course presentation is excellent."
- d. (7) "Only comment which seems to come through to me for passing on is that in a comparison with the Grid course, this one seems to lack a bit in personal involvement and personal commitment. Perhaps this difference lies in the subjects themselves. The Grid comes through very personally to one attending that course. This course lacks a bit in developing that same involvement."
- e. (6) "The experience of interchange of ideas of persons of widely different backgrounds and opinions to solving common problems is certainly eye-opening. It is this lack of intercommunication that seems to be behind some of our organization's problems. I recommend expansion of this and similar courses so that no person in a management position will not have participated."
- f. (6) "Definitely not all can be utilized on my present job, but it provides me with a wider range of thinking. More emphasis could possibly be placed on problem solving and strategy using typical situations that may arise in the Agency's atmosphere."
- g. (5) "It cannot be determined that this course has been any direct value to me! But, I suspect that I have absorbed some subconscious planning techniques which will probably be applied in the future!"

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SECRET**6. Staff Comment**

- a. The adverse reactions to "leaderless" teams and groups discussed in the reports for AM(P) #8 and #9 were not noted during AM(P) #10. This does not mean that we have "solved the problem" for there is no way to do so. Complaints from a few students will crop up again, undoubtedly.
- b. This class was less disposed than any previous one to suggest improvements in the course. There were four persons who felt that the "Examination of Planning Styles" on Friday morning was either a bit too long or somewhat less effective than it might be. Three others registered appreciation for the "Free nite". The following constituted the rest of the suggestions:
 - (1) Add a day so that more time can be given to statistical techniques.
 - (2) Have on hand some of the books cited in the bibliography.
 - (3) Spend more time in teams and groups on self-analysis.
 - (4) Try a panel of Directorate representatives on PPB substance.
 - (5) Condense the GPO pamphlets.
 - (6) Substitute another case like Optimo for National Capital Airports.

Of these, the second is feasible; the sixth would be possible though not necessarily advisable; the third we do not recommend because the tenor of comments from previous courses led us to reduce this sort of thing to its present level; the first and fifth seem hardly worth the effort, and the fourth, while it might avoid overexposure to a less than scintillating lecture, could cause real trouble if a class failed to come up with a large number of worthwhile questions.

 DC/SEC/STP/TR
 25X1A
Attachments:

1. Course Schedule
2. Course Roster

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25X1A

Approved For Release 2005/04/27 : CIA-RDP78-03930A000100060041-9

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☒ UNCLASSIFIED☐ INTERNAL
USE ONLY☐ CONFIDENTIAL☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

DC/SUS-MT/TR *lof*

EXTENSION

NO.

DIR-3077

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Chief, Support School
25X1*13 March**lof*

2.

Registrar, OTR

25X1

*18 March**lof*

3.

Director of Training

4.

5.

DTR

6.

7.

RTR

8. Rod: It is not we, but, rather, technically, diminishing enrollment

9. which cancels any AM(P). We were prepared to go

10. with 33 students, but when cancellations dropped enrollment to 27, with the certainty of

11. further cancellations before the course started, we had

12. to cancel; in fact, we were down to 24 by the time this memo was being written.

13. As you know, we must necessarily allow three weeks for prework, and

14. there is no way we can build up enrollment once

15. the cutoff has been reached.

In the future we will not

mail out prework if the enrollment level is such as to presage insufficient

*Ref - please see
OTR reg # 25-11 -
DTR should be
advised well in
advance of
cancellations -
I realize you
covered this orally
at staff mtg.*

AK

student numbers to make the course worthwhile for
the students themselves.

25X1A

18 Mar 69

FORM
3-62

610

USE PREVIOUS
EDITIONS☐ SECRET☐ CONFIDENTIAL☐ INTERNAL
USE ONLY☐ UNCLASSIFIED

CONFIDENTIAL**DTR-3077**

12 March 1969

MEMORANDUM FOR: Director of Training

THROUGH : Registrar, OTR

SUBJECT : Request for Cancellation of March Running of
Advanced Management (Planning)

25X1A 1. As of this date there are but 27 persons still registered for AM(P) #9 scheduled for 23-28 March 1969. This is a loss of six registrants since the pre-work was sent out on 5 March. The course is designed to operate with 45 students. It can be run with 32 students although there will be some diminution in overall effectiveness. The course design is such that with fewer than 32 participants serious difficulties occur at several points during the week. In addition, operating with 27 students is an inefficient use of [] facilities and instructor time. In view of the fact that the course is offered virtually every month, we recommend that the 23 March AM(P) be cancelled.

2. As is customary, those persons now registered for AM(P) #9 will be given preference in registering for the next running of the AM(P), 18-23 May 1969. There is no course in April because the Senior Management Seminar (Planning) will be conducted during that month.

[]
Chief, Support School, OTR

25X1A

APPROVE []

John Richardson,
Director of Training

12 MAR 69
Date

CONFIDENTIAL

CONFIDENTIAL

DTR-3077

12 March 1969

MEMORANDUM FOR: Director of Training

THROUGH : Registrar, OTR

SUBJECT : Request for Cancellation of March Running of
Advanced Management (Planning)

25X1 1. As of this date there are but 27 persons still registered for AM(P) #9 scheduled for 23-28 March 1969. This is a loss of six registrants since the pre-work was sent out on 5 March. The course is designed to operate with 45 students. It can be run with 32 students although there will be some diminution in overall effectiveness. The course design is such that with fewer than 32 participants serious difficulties occur at several points during the week. In addition, operating with 27 students is an inefficient use of [] facilities and instructor time. In view of the fact that the course is offered virtually every month, we recommend that the 23 March AM(P) be cancelled.

2. As is customary, those persons now registered for AM(P) #9 will be given preference in registering for the next running of the AM(P), 18-23 May 1969. There is no course in April because the Senior Management Seminar (Planning) will be conducted during that month.

25X1A

[]
Chief, Support School, OTR

25X1A

APPROVED: []

for John Richardson
Director of Training

18 MAR 1969

Date

CONFIDENTIAL

CONFIDENTIAL

C/SUS
P31-1111
DIR-3077

12 March 1969

MEMORANDUM FOR: Director of Training

THROUGH : Registrar, OTR

SUBJECT : Request for Cancellation of March Running of
Advanced Management (Planning)

25X1

1. As of this date there are but 27 persons still registered for AM(P) #9 scheduled for 23-28 March 1969. This is a loss of six registrants since the pre-work was sent out on 5 March. The course is designed to operate with 45 students. It can be run with 32 students although there will be some diminution in overall effectiveness. The course design is such that with fewer than 32 participants serious difficulties occur at several points during the week. In addition, operating with 27 students is an inefficient use of facilities and instructor time. In view of the fact that the course is offered virtually every month, we recommend that the 23 March AM(P) be cancelled.

2. As is customary, those persons now registered for AM(P) #9 will be given preference in registering for the next running of the AM(P), 18-23 May 1969. There is no course in April because the Senior Management Seminar (Planning) will be conducted during that month.

25X1A

Chief, Support School, OTR

25X1A

APPROVED:

25X1A

John Richardson
Director of Training

18 MAR 1969
Date

CONFIDENTIAL

SECRET

30 April 1969

MEMORANDUM FOR: Chief, Support School

SUBJECT : Delays in Receiving Lists of Registrants for
AM(P) Courses

1. As you know, I am not in the habit of carping about trivial hitches in otherwise smooth operations. It should be clear, therefore, that this memorandum constitutes a good deal more than a passing bleat about a minor deficiency. You are quite familiar with the volume of material which AM(P) students have to digest prior to the course. You are also aware that we have long considered it advisable to forward this material to students at such a point in time as to guarantee them two full weekends in which to study the material prior to the Sunday on which the course begins. You may not be cognizant of the fact that it takes about four hours for one person to address, stuff, and seal the envelopes containing the materials to be sent to the students. Given the idiosyncracies of the courier system, mail sent from Magazine Building to geographically separated locations such as Headquarters, South Building, 25X1A [] and so on, is unlikely, in many instances, to reach the recipient within 24 hours of its departure from 612 Magazine. This means that if we cannot get the materials out of 612 Magazine in the first mail on Wednesday afternoon, we cannot assume that all students will receive them prior to COB on Friday. (We probably cannot guarantee arrival of materials on Friday, anyway, but that's another story.) In essence, we need those registration lists by COB on Tuesday following the close of registration.

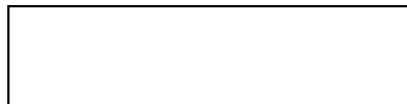
2. Registrations for AM(P) courses are closed as of COB on the fourth Friday prior to the opening of the course. In the present instance, AM(P) #10, registrations closed on Friday, 25 April. It is now Wednesday morning, 30 April, and Carole has just told me that she has been informed that we will not receive the list of registrants until "late this afternoon or early tomorrow morning."! We have put up with this sort of thing far too long. It is a rare occasion when we do not have to call someone in the Registrar's shop and urge some kind of action in order to get the registration lists for AM(P). In at least one previous case we had to have one of our staff make a special trip to [] for this purpose. Enough is enough and that's putting it mildly!

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3. It is perfectly obvious that our chances of ever getting AM(P) registration lists prior to COB on the Tuesday following the close of registration are about equal to my chances of being made Pope. I therefore suggest that from now on we set the close of registrations for the fifth Friday preceding the Sunday on which the course begins. This will give the sorely overburdened (I can think of no other reason for these repeated delays) AIB folks a total of seven working days before we blow our gaskets.

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19 June 1969

MEMORANDUM FOR: Director of Training

SUBJECT : Advanced Management (Planning) Seminars --
Clandestine Service Shortfall in Enrollment

1. Please discuss with Mr. Karamessines the continuing inability of his Directorate to meet its self-imposed quota of 20 students in each AM(P) and Senior Management Seminar (Planning). We had only 2 CS officers in this week's AM(P)

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2. We scheduled 10 AM(P) seminars per year strictly as the means of accommodating Mr. Karamessines' requirement that some CS officers be given this training within approximately a two-year period.

3. We therefore must rely upon CS input to insure each seminar ideally registering 45 participants -- making for lively group activity and both a manageable and cost-conscious training week.

4. While none of the other Directorates has a fixed quota, we have been getting a good mix of their participants and filling the 25 non-committed slots. The CS, however, has pulled down over-all enrollment by never having met its quota since we agreed to set aside 20 slots for CS careerists; please note the following re-cap:

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<u>Seminar Date</u>	<u>Total Enrollment</u>	<u>CS Students</u>	<u>CS Shortfall</u>
Sep 68	28	15	5
*Oct 68	34	11	9
Dec 68	42	14	6
Jan 69	47	14	6
Feb 69	43	13	7
Mar 69	Cancelled due to low enrollment (20)**		
*Apr 69	47	12	8
May 69	42	12	8
Jun 69	<u>32</u>	<u>2</u>	<u>18</u>
Totals	315	93	67

*Indicates Senior Management Seminar (Planning) for GS-15s and above.

**Indicates shortfall in the sense of a missed opportunity in that OTR was prepared to conduct this seminar in keeping with the DD/P's desire to train [] officers in two years.

5. Essentially, the CS has forfeited 40% of its first year's quota -- despite the efforts of [] to generate higher enrollment.

6. It seems timely to bring this matter to your attention in that the next AM(P) seminars for GS-14/13s are scheduled for 24-29 August [] and 14-19 September []. These are traditionally risky months for management training (we had to cancel a Management Course last August and a Grid last September). Unless the CS meets its quotas for these next two seminars, we very likely will be forced into cancelling -- which always proves embarrassing to OTR. The next Senior Management Seminar (Planning) is scheduled for 5-11 October [].

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7. Anything you can do to persuade Mr. Karamessines to support Mr. [] in developing a reliable mechanism for CS student input for all future AM(P) seminars will be greatly appreciated.

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[]
Chief, Support School
Office of Training

Distribution:

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4 March 1969

MEMORANDUM FOR: Director of Training

ATTENTION : Chief, Plans and Management

SUBJECT : Advanced Management (Planning) #8

1. The eighth Advanced Management (Planning) Course was conducted [] on 23-28 February 1969. There were forty-three participants, Grades GS-12 through GS-14, representing the career services of four Directorates.

<u>Grade</u>	<u>Career Service</u>					
	<u>I</u>	<u>S</u>	<u>D</u>	<u>R</u>	<u>Total</u>	
GS-12	0	2	1	0	3	
GS-13	6	11	4	1	22	
GS-14	2	6	8	2	18	
Total	8	19	13	3	43	

2. Twenty eight participants reported that they have responsibility for directing from 1-48 subordinates. Eight others claimed no supervisory duties. Three persons claimed "indirect" supervisory responsibility for 100, 112, and 120 persons respectively; one officer reported having responsibility for 170 subordinates, and another said that he supervised 205 people! Two persons failed to answer the question.

<u>Number Supervised</u>	<u>Participants Reporting</u>
0	8
1-5	14
6-20	11
21-40	2
41-60	1
100 (indirect)	1
112 (indirect)	1
120 (indirect)	1
170	1
205	1
(No Response)	2
	<u>43</u>

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3. Positions currently held by participants are the following:

<u>Position</u>	<u>Participants Reporting</u>
Branch Chief	10
Deputy Branch Chief	3
Section Chief	3
Deputy Division Chief	2
Assistant Division Chief	1
Division Executive Officer	1
Staff Chief	1
Deputy Chief (unspecified)	1
Planning Officer	1
Contract Officer	2
Staff Officer	2
Finance Officer	2
Budget Officer	1
Intelligence Watch Officer	2
Engineer	1
Logistics Officer	1
Air Operations Officer	1
Training Officer	1
Instructor	2
Analyst	3
Special Assistant	1
(No Response)	1
	<u>43</u>

4. As indicated in the Course Report for AM(P) #7, the "City Government Case" appeared to be developing into a session "of little or no value" what with eight of forty-seven participants in AM(P) #7 having so designated it. In an effort to up-grade this activity, we re-designed it so that the reports were given in General Session after the New Team Activity instead of later in the exercise after the "Regular Groups" had integrated the inputs from the New Teams. The staff believes this to be a more interesting and effective way of handling the exercise, and the students, while not elevating "City Government" to the status of an item of particular value, cited it only three times as of "little or no value." We plan a further revision of the sequence of steps in the case for AM(P) #9 so that the reports in General Session will comprise the final rather than an intermediate step in the exercise. There will be no change in the objective or in basic substance.

25X1A 5. Guest speakers during AM(P) #8 were [] of O/PPB and Mr. [] from the Clandestine Services. 25X

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6. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #6 and #7 are included.

Question #1 - "How applicable was the content in terms of the requirements of your job?"

<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #8</u>	<u>AM(P) #7</u>	<u>AM(P) #6</u>
Fully applicable	3	6	7
Almost fully applicable	7	7	10
Quite applicable	21	19	17
Somewhat applicable	4	14	6
Partly applicable but partly irrelevant	7	1	2
Somewhat irrelevant	1	0	0
Quite irrelevant	0	0	0
Almost totally irrelevant	0	0	0
Totally irrelevant	0	0	0
	<u>43</u>	<u>47</u>	<u>42</u>

Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

	<u>Number of Times Cited</u>		
	<u>AM(P) #8</u>	<u>AM(P) #7</u>	<u>AM(P) #6</u>
Optimo Case	13	7	11
Guest Lecturer- 	12	*	4
Selecting a Strategy	9	7	0
Photogeneral Case	8	10	6
Kenmore Case	8	8	2
Concept Clarification	8	0	0
All Films	8	4	6
National Capital Airports Case	7	9	4
Education and Reconstruction Unit Case	6	3	4
Application	6	6	7
Developing Criteria	4	5	1

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SECRETSession (cont.)Number of Times CitedAM(P) #8 AM(P) #7 AM(P) #6

** Sessions on Quantitative Techniques	5	8	1
All Cases	0	5	1
Team and Group Discussions	2	3	7
*** Planning and Problem-Solving Sessions	0	0	7

25X1A [] did not speak at AM(P) #7. He and [] spoke at AM(P) #6, and the responses mentioned only "Guest Lecturers" without differentiation.

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**The five citations in AM(P) #8 are all different but bear on the same general subject nonetheless.

***This is a vague term which may be another way of saying "Team and Group Discussions."

Question #3 - "List the session(s) that were of little or no value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

+ SessionNumber of Times CitedAM(P) #8 AM(P) #7 AM(P) #6

Application	8	4	2
City Government Case	3	8	2
Critique of Individual Planning Approaches	0	0	6

+ Ten participants indicated that no session belonged in this category.

7. The following comments have been taken verbatim from student critique forms. As some of the original statements are quite lengthy, the staff has edited here and there in the interest of conserving space while retaining the essential thrust and flavor of the originals. The figure in parentheses is the "Applicability Rating" (c.f. Paragraph 6, Question 1, above) given by the student.

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- (9) "The course was generally excellent. I would like to take a course that covered the same material in even greater depth than was possible here."
- (9) "The free time on Tuesday night brought a let-down as far as I was concerned. The course should keep going from problem to problem, maintaining the high degree of concentration and interest, to be most effective. For some of the cases I felt that there could have been a little more reading time or at least preparation time before group activity."
- (8) "The course is beneficial to any supervisor in the Agency. - - - The teachers should demonstrate some regard for the course if they can't generate any enthusiasm for it. 'Low Key' is permissible until it gets too low."
- (8) "The course was very worthwhile. This is the first management type course that I have taken which has concentrated on decision-making. The methodology was effective and the instructors, including Boris Yavitz, were excellent. My effectiveness in my job will be increased without question."
- (7) "The free evening could be used profitably for another case. Since we're here, we might as well be utilizing time to maximum benefit. The pace could be stepped up in that some of the group critique sessions to explore what we learned could be eliminated - - -. Overall value of the course is high."
- (7) "The course was well handled. The two instructors are to be complimented on their informal control and presentation which set the tenor for a relaxed, but effective atmosphere. - - - Generally a very good course - - - I hope I can put it to use."
- (6) "I particularly enjoyed the case studies, especially the last one (Applications). I feel there should be more 'simplified' type cases presented (less data). It is easier to learn the basic principles and steps if the examples are not confused with large volumes of data. The use of training aids was very good. I would like to see more movies of actual cases and the proper approach to problem-solving."
- (6) "Recommend that all senior officials be subjected to the concepts of planning as presented here."

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- (5) "Starting with almost no background in the study of management I found the seminar most interesting and highly provocative. Although I will have no immediate opportunity to exercise what techniques I may have learned, the course has stimulated my interest in the subject. I found the program well-organized and most capably presented."
- (5) "There seemed to be a tendency to over-discuss in the 9-man group (with digressions) and then to get the written matter done in a crisis approach because of the time frame. - - - Classes were well organized."
- (4) NOTE: The following comment, though lengthy, is quoted in its entirety, not only because of the uncharacteristically low "applicability rating" but because of the curiously phrased and somewhat obscure argumentation on behalf of ---apparently--- individual competence, group dynamics, and non-quantification of politics!

"From above answers on value of sessions, should be clear that I found team and group interchange most valuable. That is, sessions illustrated that team and group investigation of any problem tends to chaos unless authority established within team or group. Consequently, this course should contain at least one discussion or lecture on group dynamics. It is not enough to illustrate quantifiably that group analysis produces more "correct" answers to a given problem than low average produced by individuals; analysis or demonstration should be made of how to attain optimum result through an effective group"style." It should be pointed out that team and group sessions really "proved" that individual analysis by a competent person is in all cases more "valuable" or "right" than that arrived at by a group. The group function becomes significant largely as a result of individual critical efforts through role-playing. In other words, styles of management as discussed in this course ignore the style of the individual in terms of the group, which is more important than the individual's approach to a particular problem. (This comment of course reflects DDP professional bias toward politics as qualifiable or valued rather than quantifiable or measured.)"

8. We are aware that it has been intimated previously that complimentary remarks about the staff need not be included in these course reports. Nonetheless, we feel obliged to report, as required, both positive and negative student observations which we consider worth noting. Since this is the first time that there has been any adverse comment concerning the staff, we included in Paragraph 7 the more pointed of two critical statements and three of the twelve positive comments.

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9. Among the many suggestions for changes in the course, the ones which showed up repeatedly concerned the quality of the pre-work (needs improvement), the role student observers during discussions (unproductive), and the need for designated group "chairmen." The latter point has come up in virtually every course and, to some extent, reflects the fact that only a minority of each class has had the "Managerial Grid." In AM(P) #8 there was a sufficient number of "Grid Grads" to allow us to put one on each of the ten teams. Despite this, the cry for a "leader" was heard more often during this course than heretofore. We will tackle this problem directly in AM(P) #9 by emphasizing from the outset the need for each group to develop the "leadership" pattern best suited to its own requirements for high-quality production.

10. For AM(P) #9 we plan to change the sequence of exercises somewhat so as to undertake the "Development of Criteria" activity on Monday instead of on Wednesday. This will allow the class to engage in "Rating of Reports Against Criteria" in the Kenmore and National Capital Airports cases as well as in ERU. The development and refinement of criteria for effective problem-solving was intended originally as a major effort in the course. Unfortunately, it has become almost a superficial exercise because of the elimination of the International Networks case, in which the development of criteria was begun in the original course design, and because the subject now is broached only after the course is more than half completed. The planned change should re-establish the importance of this aspect of the course.

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Attachments:

1. Course Schedule
2. Course Roster

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SCHEDULE

ADVANCED MANAGEMENT (PLANNING)

23-28 February 1969

Sunday

1800	Arrival
1845	Registration
1900-1930	General Session - Introduction to Course
1930-2200	<u>Concept Clarification I</u>
1930-1935	General Session - Instructions
1935-2015	Team Activity
2015-2130	Group Activity
2130-2200	General Session - Scoring

Monday

0800-1030	<u>Concept Clarification II</u>
0800-0805	General Session - Instructions
0805-0840	Team Activity
0840-0945	Group Activity
0945-1030	General Session - Scoring
1030-1115	<u>Lecture: Management Perspectives</u>
1130-1550	<u>City Government Case</u>
1130-1140	General Session - Instructions
1140-1200	Individual Preparation
1300-1400	New Group Activity
1400-1430	General Session - Reports
1430-1440	General Session - Instructions
1440-1540	Regular Group Activity
1540-1550	General Session - Discussion
1550-open	<u>Kenmore International Case</u>
1550-1600	General Session - Instructions
1600-1700	Team Activity
1900-1920	Group Activity
1930-2030	Group Activity
2030-2100	General Session - Reports
2100-2130	General Session - Film #1
2130-open	Group Activity

Tuesday

0800-1015 Selecting A Strategy

 0800-0810 General Session - Instructions

 0810-0830 Individual Work

 0830-0930 Team Activity

 0930-0945 General Session - Reports

 0945-1015 General Session - Film #2

1030-1200 Lecture: Agency Application of PPBS

1300-1700 Bureau of National Capital Airports Case

 1300-1310 General Session - Instructions

 1310-1510 Group Activity

 1510-1550 General Session - Reports

 1550-1600 General Session - Instructions

 1600-1700 Team Activity

1900 Free Evening

Wednesday

0800-1430 Photogeneral Optical Company Case

 0800-0810 General Session - Instructions

 0810-0910 Individual Preparation

 0910-1025 Team Activity

 1030-1115 General Session - Reports

 Film #3

 1115-1120 General Session - Instructions

 1120-1200 Individual Work

 1300-1345 Group Activity

 1345-1430 General Session - Film #4

 Summary

1445-1700 Developing Criteria

 1445-1500 General Session - Instructions

 1500-1545 New Group Activity

 1545-1700 Regular Group Activity

1900-2115 Education and Reconstruction Unit Case

 1900-1920 General Session - Instructions

 1920-1950 Individual Preparation

 2000-2115 Group Activity

Thursday

0800-1015	<u>ERU (Cont.)</u>	
	0800-0810	General Session - Instructions
	0810-0910	Group Activity
	0915-1030	General Session - Questionnaire Reports Scoring
1030-1630	<u>Optimo Case</u>	
	1030-1055	General Session - Instructions
	1055-1200	Individual Preparation
	1300-1400	Team Activity
	1400-1545	Group Activity
	1545-1630	General Session - Reports
1630-2145	<u>Application</u>	
	1630-1640	General Session - Instructions
	1640-1700	Individual Preparation
	1900-2000	Group Activity
	2000-2030	General Session - Reports
	2030-2115	Group Activity
	2115-2145	General Session - Questions

Friday

0800-1000	<u>Application (Cont.)</u>	
	0800-0900	Group Activity
	0900-1000	General Session - Reports Discussion
1015-1130	<u>Lecture: Directorate Application of PPBS</u>	
1130-1200	General Session - Planning Profile Course Conclusion	

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12 February 1969

MEMORANDUM FOR: Director of Training

ATTENTION : Chief, Plans and Management

SUBJECT : Advanced Management (Planning) #7

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1. The seventh Advanced Management (Planning) Course was conducted on 19-24 January 1969. There were forty-seven participants representing the career services of four Directorates and including Grades GS-12 through GS-14.

<u>Grade</u>	<u>Career Service</u>				<u>Total</u>
	<u>I</u>	<u>S</u>	<u>D</u>	<u>R</u>	
GS-12	1	1		1	3
GS-13	12	10	6		28
GS-14	4	4	8		16
Total	17	15	14	1	47

2. Thirty-nine of the participants reported that they have responsibility for directing from 1-90 subordinates, and eight others claimed no supervisory duties.

<u>Number Supervised</u>	<u>Participants Reporting</u>
0	8
1-5	15
6-20	14
21-40	4
41-60	2
61-80	3
90	1
	47

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3. Positions currently held by participants are the following:

<u>Position</u>	<u>Participants Reporting</u>
Branch Chief	8
Deputy Branch Chief	8
Section Chief	8
Staff Chief	2
Staff Officer	2
Special Assistant	2
Acting Division Chief	1
Deputy Division Chief	1
Deputy Staff Chief	1
Desk Chief	1
Deputy Desk Chief	1
Acting Deputy Branch Chief	1
Area Desk Officer	1
Supervisor	1
Contracting Officer	1
Plans and Programs Officer	1
Planning Officer	1
Program Manager	1
Project Engineer	1
Air Operations Officer	1
Case Officer	1
Instructor	1
Unassigned	1
	<u>47</u>

4. No major changes were made in content or schedule for this course. Guest speakers this time were Mr. [] Chief, Budget Division, O/PFB, and Mr. [] Chief, Planning Staff, O/DDI.

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5. The results of student critiques are summarized below. For comparative purposes, the results of AM(P) #5 and #6 are included.

Question #1 - "How applicable was the content in terms of the requirements of your job?"

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<u>Scale</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #7</u>	<u>AM(P) #6</u>	<u>AM(P) #5</u>
Fully applicable	6	7	3
Almost fully applicable	7	10	1
Quite applicable	19	17	12
Somewhat applicable	14	6	7
Partly applicable but partly irrelevant	1	2	3
Somewhat irrelevant	0	0	1
Quite irrelevant	0	0	0
Almost totally irrelevant	0	0	1
Totally irrelevant	0	0	0
	<u>47</u>	<u>42</u>	<u>28</u>

Question #2 - "List the session(s) that were of particular value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

<u>Session</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #7</u>	<u>AM(P) #6</u>	<u>AM(P) #5</u>
Photogeneral Case	10	6	10
National Capital Airports Case	9	4	8
Kenmore Case	8	2	5
* Sessions on Quantitative Techniques	8	1	0
Optimo Case	7	11	7
Selecting a Strategy	7	0	8
** Application	6	7	5
Developing Criteria	5	1	0
All Cases	5	1	4
Films	4	6	4
Team and Group Discussions	3	7	6
Education and Reconstruction Unit Case	3	4	7
*** Planning and Problem- Solving Sessions	0	7	3

* This may refer to the films plus several cases, inasmuch as the films were also mentioned separately in four instances.

** The ESD version was used in AM(P) #5; the MTF version was used in AM(P) #6 and #7.

*** This is a vague term which may be another way of saying "Team and Group Discussions."

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Question #3 - "List the session(s) that were of little or no value to you."

(NOTE: Included below are those items listed by 10% or more of any of the three classes.)

+ <u>Session</u>	<u>Number of Times Cited</u>		
	<u>AM(P) #1</u>	<u>AM(P) #6</u>	<u>AM(P) #5</u>
City Government Case	8	2	0
Application	4	2	5
Developing Criteria	0	1	14
Critique of Individual Planning Approaches	0	6	0

+ Seventeen participants indicated that no sessions belonged in this category.

6. The following are representative comments taken verbatim from student critique forms. The figure in parentheses is the "Applicability Rating" (c.f. Paragraph 5, Question 1, above) given by the student.

- (9) "A great course. I recommend it be given to all case officers who handle projects and correspondence to and from field stations which involve decision-making."
- (9) "Recommend this course for senior staff and line managers."
- (8) "I thought the training was excellent. In my job I have to analyze problems and prepare the appropriate memoranda. The course was therefore directly and almost entirely related to my duties. I thoroughly enjoyed the whole exercise."
- (8) "Believe that I obtained a lot from this course and in general little can be done to improve it. However, if I were to be required to make a comment on improvement, I would suggest more stress on cost-utility analysis procedures and not so much on case studies."
- (7) "A well-structured course. Very ably presented. (On the WAPSO scale you get an 0.)"
- (7) "Very good. I can already see areas where I can apply some of the techniques learned here this week."

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- (6) "I would suggest a reduced number of exercises and an increase in films and lectures. Often, the message gets lost in the challenge of the exercise itself."
- (6) "Much effectiveness of the course is down the drain because of poor conference leadership. Instructors should stress the importance of assigning a conference chairman for each and every session or case."

7. There were some thirty suggestions for improving the course and they fell into the general areas of techniques, time, and substance. Suggestions concerning substance (2) asked that more emphasis be placed on cost-utility analysis and that we add a talk by a programmer working in O/PPB. Comments re time emphasized that the fatigue factor was somewhat bothersome (3) and more time is needed for the course (4). Suggestions concerning techniques included observations on quantity (too much) and quality (too low) of pre-work (5); type and quantity of cases (3); quantity (too few) and quality (too low) of guest speakers (3); tighter structuring of team and group sessions (5); use of students as observers (5); on re-working the Development of Criteria concept (1), and on orienting the course more toward the Directorate of Intelligence (1). The latter comment is unique to date and stems from we know not what.

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Attachments:

- 1. Course Schedule
- 2. Course Roster

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